

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

**Funded by
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**Summary of the 2002 Microentrepreneur
Awards Ceremony**

Final Report

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Executive Summary

The planning of the Third Annual Microentrepreneur's Award Ceremony started only six weeks before the event occurred which limited the AMIR team in regards to creativity and extensive possibilities. Her Majesty Queen Rania desired an event which was "animated" and given the time constraints under which the AMIR team had to perform, the event was successful and as animated as it could possibility be.

Although the end result was overall seen as a success, there was periodic confusion as to which tasks were to be completed by the various departments within AMIR, particularly between the Communications Department and the Training Department. Going forward, a clearer delineation of tasks between components and proper vendor management is recommended.

It would be ideal to have the Microentrepreneur Awards Ceremony the same time every year. Unfortunately, the ceremony's schedule seems to be driven by VIP visits which are not typically scheduled every fall. If the AMIR Awards Ceremony team has at least two months to prepare for the event, then they can provide their customers with a top notch ceremony.

This report is intended to provide the 2003 AMIR Microentrepreneur Awards Ceremony team with a firm foundation to successfully achieve an outstanding 2003 awards ceremony. This report, which is sectioned by tasks, provides a detailed description of what was performed for the 2002 event. After the ceremony was over, the AMIR awards ceremony team met and devised a "lessons learned" list which is incorporated in this report.

There are two items which came from this meeting which should be performed within the next few months. The AMIR awards ceremony team would like the Training Department to compile a listing of all vendors used by AMIR. Therefore, whenever a component is organizing an event, they are able to look at this comprehensive list and determine which vendor they would best suit their event. This listing should include the following information about the vendors: a description about the company, contact information, how long AMIR has used the vendor, for what events were the vendor used, comments from the AMIR components that have used the vendor, price range, and listing of equipment available from the vendor. Secondly, the MEI component must arrange a meeting with the MFIs and members of the Microentrepreneur Award Selection committee to revise the criteria and awards to be presented for the 2003 awards ceremony.

Selection of the Microentrepreneur Award Winners

Members of the selection committee: Jamil Al-Wheidi, Rasheed Roussan, Sameera Qadoura, Arwa Abu-Hamdieh, and Debbie Wegman.

Due to time constraints, the selection committee used the same criteria listing and ranking used to select last year's winners (Appendix A). Additionally, the committee gave the MFIs short deadlines for providing nominees' names and write-ups on each nominee. JMCC, who responded quickly to the deadline and provided thorough information, received the most winners. There might possibly have been other strong contenders for many of the awards; however, the write-ups provided by the other MFIs were not detailed. However, there was not enough time to ask the MFIs to provide additional information.

The committee selected the following winners:

- Best Male Individual Client: Hatim Mustafa (JMCC)
- Best Female Individual Client: Ibtisam Al Zoubi (JMCC)
- Best Group Loan Client: Ra'eda Akkawi, Naroiman Abu Hamdan, Yusra Abdel Hadi (MFW)
- Best Male Individual Loan Officer: Reyad Abbas (CHF)
- Best Female Individual Loan Officer :Rania Al-Nasa'a (CHF)
- Best Group Loan Promoter : Arwa Saleh (MFW)
- Runner-up Entrepreneur of the Year: Hayat Yaseen (AMC)
- Entrepreneur of the Year: Muna Hamdan (JMCC)

Each MFI selected an outstanding employee of the year and provide the individuals' names to AMIR.

- JMCC's Outstanding Employee of the Year: Murad Abdel Raziq
- MFW's Outstanding Employee of the Year: Rana Abu Sabah
- AMC's Outstanding Employee of the Year: Hilda Nino
- CHF's Outstanding Employee of the Year: Lubna Al Farajat

Suggestion for next year: As this year's award committee met, a consensus was reached that next year there should be different awards given for specific categories (i.e., most innovative, most creative product, etc.). The award ceremony staff suggested rewriting next year's award criteria and award categories. Additionally, the MFIs should be involved in this process making them more of a partner in the event, especially since the MFIs will eventually be in charge of the ceremony. This task of developing new criteria should be performed immediately so that the revised criteria will be ready whenever the planning of the event will occur.

Many of the MFIs had suggested giving money to the winners. Taking this into account, many of the AMIR people suggested that instead of giving money, winners could be allowed to forego one or two loan payments. Alternatively, AMIR could purchase for the Entrepreneur of the Year an item needed by the winner which would assist him/her in the

running of his/her business. This is something which also should be discussed between AMIR and the MFIs.

AMIR and its Involvement with the Royal Court

Obtaining information from the Royal Court in a sufficient time frame was very difficult for this event. It was hard to obtain confirmation on the event from the Royal Court and the AMIR team worked on the event for several weeks before they received a confirmed date and time for the event from the Royal Court. This made it very difficult in obtaining a venue and finalizing the invitations for printing. The Royal Court had communicated to the AMIR team that Her Majesty had a commitment directly after the event and would not stay for the reception. As the event approached, this reception after the awards ceremony became more of an issue and, up until a few hours before the event, the AMIR team was unsure whether or not Her Majesty would be staying for the entire awards ceremony.

AMIR met twice with the Royal Court regarding the details of the awards ceremony. These two meetings were very challenging since there were a large number of people at these meetings. Many times there were several important discussions going on at the same time.

Many times items were communicated by the Royal Court to the USAID office only; however, AMIR should have been notified of the conversation.

Suggestions for next year: As soon as the planning of the awards ceremony starts, USAID, AMIR, and the Royal Court should immediately communicate and work together. AMIR should appoint a liaison from their team who will act be directly involved in event planning with the Royal Court and USAID.

The Roles of MFIs in the Awards Ceremony

This was the first year in which the MFIs played more of a role in the awards ceremony. The AMIR team's goal was to highlight the MFIs and as many of their clients as possible during the event. This goal was achieved through several ways: each MFI displayed company information and clients' products at their booths in the lobby of the Zara Expo, the Mistress of Ceremonies interviewed one of last year's winners during the ceremony, an entrepreneur produced the business card holders, and the VIPs received gifts which were made by MFI clients.

The MFIs played a significant role in the guest list and the invitations. Each MFI provided AMIR with a guest list. Each MFI was able to invite a maximum of 50 employees and clients. This number excluded their winners and the winner's two guests. AMIR delivered each MFIs' guests' invitations to their main office. The MFIs were responsible for delivering their invitees' invitations and following up with the RSVPs of their invitees. This assisted AMIR greatly. Also, each MFI provided transportation for their winners to the awards ceremony.

When the AMIR awards ceremony team brainstormed on gift ideas for the VIPs, they decided that the gifts should be from the MFIs' clients. Each MFI was requested to evaluate

their clients' products and determine which one of their clients' items could be presented as a gift to one of the VIPs. MFIs were requested when evaluating products that US representatives can be presented gifts whose value does not exceed \$25.00. Only two MFIs, JMCC and MFW, provided AMIR with suggestions within the specified timeframe. When AMIR had another meeting with the MFIs, the other two MFIs suddenly wanted to provide something. CHF provided a beautiful shawl whose value far exceeded the \$25 limit for Liz Chaney and the AMIR team requested another item from CHF which was more comparable to the other gifts provided by JMCC and MFW. AMC provided several of their AMC key holders which were not what AMIR had envisioned as a gift for VIPs. Thus, we did not use these key holders. The following gifts were given to the following VIPs:

Queen Rania: hand painted plate from JMCC-presented by Khaled Al-Ghazawi

Liz Cheney: mosaic picture of grapes-presented by the MFW client who made the mosaic

Lana Qussous: cross-stitch pillowcase, presented by the CHF client who made it. This was presented to Lana after the awards ceremony.

Suggestions for next year: Ultimately, this ceremony will be performed by the MFIs. Therefore, AMIR should rely more on the MFIs to assist in the planning of the ceremony and they should play more of a role on the day of the ceremony. At a minimum, the MFIs should be used next year in the following areas:

- MFIs along with the selection committee should develop the criteria for next year's winners
- MFIs should participate in all AMIR planning/update meetings to provide input to the planning of the ceremony.
- MFI personnel could be used as ushers during the event.

Place firm, realistic deadlines upon the MFIs. Once these deadlines are set and approved by the MFIs, the MFIs must stick to the deadlines. Otherwise, their input or items upon which the deadline was imposed should not be included.

Guest List

Performed by Muna Dahdaleh and Debbie Wegman

The invitation list needed drastic updating which took some time to complete. (Appendix B) The most difficult task was ensuring that names were not duplicated. Although the list was reviewed by several people, there were still five names which were duplicated.

Suggestions for next year: No suggestions.

Invitations

Performed by Ranya Abu Sharar

RSVP performed by Muna Dahdaleh

Vendor: Adpro
P.O. Box 674
Amman 11821 Telephone: 5858996

The date of the event took some time to finalize with the Queen's Court and Liz Cheney which in turn delayed the printing of the invitations. However, the AMIR team had built in extra time with delivery of the invitations, so that the delay in the printing did not shorten the RSVP deadline.

The invitations printed by Adpro were done professionally and the silhouette of the winner provided a personal touch to the card. The text for the invitation was written first in English and then translated into Arabic. It was noted after the fact that the English "RSVP" was translated as "regrets only". Care should be taken in the future to ensure that the English and the Arabic are as accurate as possible.

Although the English and Arabic translations for responding to the invitation were different, hardly anyone RSVPed to the MEI administrative assistant. This required follow-up phone calls to over 200 people which could not be performed by one person within a short period of time. Therefore, the MEI component hired a contractor for four days to do solely phone calls. The contractor was periodically assisted by the MEI administrative assistant, time permitting.

Suggestions for next year: The quality and sophistication of the invitation should be kept for the 2003 event. The use of multi-color photos could be an excellent option for next year's invitation. Additionally, a contractor should be hired again to assist the MEI with follow-up RSVP calls.

Invitation Delivery

Performed by Muna Dahdaleh

Vendor: *Aramex*
 P.O. Box 3371
 Amman 11181
 Telephone: 5358855

The MFIs assisted greatly in the delivery and the RSVP of their invitees. Each MFI was able to invite a maximum of 50 employees and clients. This number excluded their winners and the winner's two guests. AMIR delivered each MFIs' guests' invitations to their main office. The MFIs were responsible for delivering their invitees' invitations and following up with the RSVPs of their invitees. By placing some of this burden upon the MFIs, AMIR was able to cut time devoted to calling the invitees and cut costs on the delivery of the invitations.

The delivery of the invitations was performed by ARAMEX at a cost 1 JD for each delivery site. ARAMEX performed excellently in delivering the invitations promptly and efficiently.

Statistics Regarding People Attending the Event

(per Training Department-these statistics do not contain any USAID personnel)

- Total number of people invited: 330
- Total number of confirmed people: 286
- Total number of people attending the event: 235 (112 women/123 men)
- 71% of the invitees actually attended
- Number of uninvited attendees: 26
- Percentage of MFI personnel who confirmed attendance vs. actually attending:
 1. JMCC: 91 % (50 out of 55 invitees)
 2. MFW: 89% (47 out of 53 invitees)
 3. CHF: 80% (40 out of 50 invitees)
 4. AMC: 76% (19 out of 25 invitees)

Suggestions for next year:

- This year, the Royal Court security collected all invitees' cell phones at the entrance of Zara Expo. This caused great crowding at the exit once the event ended. It is strongly suggested that next year's invitation should state that people are kindly requested not to bring their cell phones to the event.
- Ensure that the English and the Arabic text on the invitations are as close as possible.
- Since AMIR uses ARAMEX on a frequent basis for delivery, a lower price should be negotiated next time for this volume delivery.
- Rely on the MFIs again for the delivery and RSVP status of their invitees.

Mistress of Ceremonies

Performed by Ranya Abu Sharar

Mistress of Ceremonies: *Ms. Lana Qussous*
 Talk Show Host
 Friday Morning Show

The award ceremony's animation was mostly attributed to the Mistress of Ceremony Ms. Lana Qussous, talk show host for the Friday Morning Show. Ms. Qussous, a veteran to television, cameras, and audiences, handled all pre-event meetings and discussions in a professional manner and easily adapted any last minute changes to her speech and her performance. Although AMIR-Communication's Department had a few pre-event meetings and phone calls with Ms. Qussous, it would have been more desirable and would have provided an ease of mind if Ms. Qussous had been at the AMIR rehearsal the day before the actual event and stayed for the rehearsals with the winners.

Ms. Qussous invited three of the female winners on her talk show the following Friday giving an excellent plug for the microfinance institutions from which the women received their loan. Additionally, Ms. Qussous showed the video presentation on the award winners and microfinance. These winners have been approached by people within the community who were curious as to how they got on television. These women have informally become saleswomen for the MFIs.

Suggestions for Next Year: Either use Lana again or someone of equivalent stature, someone used to the stage and an audience. Additionally, ensure that this person is involved more with the rehearsals. AMIR should be prepared to subsequently work with the winners to take advantage of any public relations opportunities.

Registration

Performed by Rawan Tell, Muna Dahdaleh and Deema Mansour

Once all of the RSVPs were received, the MEI administrative assistant entered all contact information into AMIR's computer system. From the computer system, the guest list for the award ceremony's registration table is produced.

There was a permanent, long table in the lobby of the Zara Expo which was the perfect location for the registration desk. The MEI administrative assistant and two employees of the Training Department performed the registration. When an individual registered, they received a bag containing the winner's brochure and the business card holder.

The registration desk never became crowded since the crowd was controlled by the security at the front door.

Suggestions for next year: No suggestions.

Reserved Seating and Ushering

Performed by Rawan Tell and Sameera Qadoura

In order to ensure that there were seats for the VIPs attending the ceremony, the Training Department performed reserved seat assignments. Training produced table tents which displayed the individual's name. These table tents were placed on the back portion of the seat and could be easily removed by the usher right before the person sat in his/her seat.

The following people were assigned reserved seating:

Row A: (left to right-looking from the stage): Debra Mosel(USAID), Almaza Saleh (Last Year's Winner, interviewed by Ms. Qussous), Terri Kristalsky (AMIR), Richard Dreiman(AMIR), Steve Wade(AMIR), Greg Garramone(State Department-Embassy), David Cowles (State Department), Toni Christiansen-Wagner (USAID), Margaret Gnehm, Ambassador Gnehm, Her Majesty Queen Rania, Deputy Assistant Secretary Liz Cheney, H.E. Mr. Bassem Awadallah, Minister of Planning, H.E. Ms. Ruwaida El-Ma'ayta, Minister of Social Development, Madeline Spirnak(State Department), Amy Schedlbauer(State Department), Ranya Abu Sharar(AMIR), Rafael Jabba(CHF), Lana Qussous(Mistress of Ceremonies), and Jim Barnhart(USAID).

Row B: The only reserved seats in the second row were seats for the following people's bodyguards: Ambassador Gnehm, Her Majesty Queen Rania, and Liz Cheney. These bodyguards sat right behind their designated person.

The Training Department decided not to assign particular seats for the following people; however, should they attend, they would sit in the second row: Dr. Jack Kattan, H.E. Mr. Wasef Azar, H.E. Mr. Rateb Wazani, H.E. Mr. Sami Gammoh, Ms. Hala Latouf, Dr. Umayya Toukan, Mr. Ghayath Sukhtian, and Ms. Hana Shaheen.

Seat assignments were given also to individuals who would be on stage at one time during the event. Kamal Bdoor and Khaled Al-Ghazawi who presented gifts to Her Majesty Queen Rania and Liz Cheney were given reserved seats at the end of an aisle close to the side of the stage where they would enter and exit. Although the seats for awardees were assigned during the rehearsal, there was apparent confusion at the time of the event regarding seats.

The reserved seating was somewhat confusing. There were also some VIPs who showed up but did not confirm that they were coming. Many people thought that they were important enough to sit in the second row; however, these individuals were not listed as Training's suggested second row VIPs.

AMC representatives expressed their observation that CHF and JMCC representatives had assigned seating, but AMC and MFW representatives did not have assigned seating. The MEI component ushers explained that the CHF representative was giving a speech and the JMCC representative was presenting a gift to Her Majesty Queen Rania and therefore required to be close to the stage. Although this was a plausible explanation, AMC representatives were still not happy with this outcome.

As people were arriving, the reserved seat tents were not on the assigned seats and members of the Training Department were not present to perform this task. In order to ensure that people would not sit in any assigned seats, the event coordinator quickly found the reserved seat tents and performed this task for Training.

Training was assigned the task of obtaining ushers for the event; however, this task had to be taken over by the event coordinator. An usher was assigned to stand at the entrance of the auditorium and to ensure that people had registered and obtained their bag of information. This usher also had to tell people to fill in the aisles from the center out to the edge. There was one usher assigned inside the auditorium whose job was to ensure that people completely filled in the rows and did not sit in someone else's assigned seat. There were two people from the MEI component who were the VIP ushers. They escorted all VIPs to their seats and additionally sat people in the second row.

Next Year's Suggestions: More care should be taken in making individuals' particular seat assignments. There were many people who needed to have reserved seating; however, there was not enough room in the second row to accommodate these people. There should also be one or two unassigned seats in the first and second row to be used for unplanned VIPs who unexpectedly show. Individual seat assignments should be given to the winners in the order in which the people receive their awards.

More ushers were needed for the ceremony than what were assigned. The AMIR awards ceremony team suggested using people from the MFIs for ushering. Keep in mind that it is best to use ushers who speak Arabic since the majority of the audience is Arabic speaking.

Several copies of the seat assignments should be handed out to the ushers and the people involved in the planning of the event. If there are last minute changes to the seating assignment, the revised seat assignment chart should be copied and distributed to all ushers.

There should not be any reserved seating tents for Her Majesty Queen Rania and the VIPs which enter with her. These people should be able to figure out which seat they are assigned.

Vendors in General

AMIR has experienced problems with various vendors used throughout the years. This problem reoccurred during the event, particularly with the vendors under the supervision of the Training Department. Anyone handling a vendor should take great care in ensuring that the vendor delivers a final product which meets AMIR's request.

For any future events, AMIR's requests should be documented in contracts. In these contracts all requests must be spelled out in detail. The contract should also state that there will be a reduction in pay if these items are not met. AMIR components should use the most reliable vendors possible. A list of the vendors' mobile numbers should be compiled and distributed to the AMIR awards ceremony team on the day of the event so that vendors can be contacted immediately if there is a problem.

Venue

Performed by Rawan Tell and Sameera Qadoura

Vendor: *Hyatt Zara Expo
Amman, Jordan
Barbara Rowell*

Due to time constraints, the Training Department was limited in its choice of venues for the awards ceremony. The Zara Expo was selected as the best possible venue; however, the Expo is designed specifically for lectures and presentations and not for awards ceremony. The stage was small and the space between the stage and the first row was minimal particularly when a table for Her Majesty Queen Rania was placed by her seat. The layout of the Expo's lobby limited where the MFIs' booths could be placed and, thus, isolated two of the MFIs' booth from the flow of traffic.

Although the Zara Expo is a fairly new complex, there were some items which showed that the venue is not maintained well. The podium was not in pristine condition and visibly showed its use. There were a few repairs performed on the stage's carpet and these repairs were noticeably visible. One of the front panels of the stage fell off right before the performance began. This front panel was a large square of metal which could have hurt someone if it had not been noticed right away.

The Training Department contracted with the Zara Expo to provide a lunch for the winners and the AMIR awards ceremony team and to provide a non-alcoholic cocktail reception after the awards ceremony. The lunch which consisted of a variety of cold sandwiches and

desserts was served buffet style on the Hyatt's terrace. This setting provided a nice and relaxing setting for the winners and the team as they ate and waited for security to do a sweep of Zara Expo.

After the security performed the sweep of the Zara Expo, the doors to the entrance of the Expo were left open allowing anyone to enter the auditorium without being noted on the registration sheet. The AMIR awards ceremony team was unaware that the Royal Court security would be setting up their own security check point at the entrance as well as collecting everyone's cell phone. Furthermore, the security requested their own guest list which, luckily, the event coordinator had an extra copy. Since the security collected everyone's phone, this caused a great commotion at the end of the event. The lobby of the Expo narrowed exactly where the cell phone table was and, thus, confined all 300 attendees to one half of the lobby or outside.

The MEI component leader had specifically portrayed her reception requirements to the Training Department. The component leader's one concern was that the cocktail food should be such that the item can be "popped" into the individual's mouth. No items should be served on a bone or a stick. In order to ensure that these final concerns were expressed to the venue, the event coordinator attended the final planning meeting between the Training Department and the venue. Care was taken to remove items off the list which contained any sticks or bones. The hotel contact ensured that these items would be replaced with something which did not contain a stick or bone and that it would be noted in the final contract. When the reception occurred, the hotel served chicken on a stick and an appetizer on a Chinese soup spoon. It is unclear as to where the confusion on the appetizers occurred.

At the final meeting with the hotel, AMIR requested that the hotel provide discounted parking to attendees. The hotel placed signs at each level of the parking lot to remind attendees to bring with them their parking ticket for validation. The hotel placed an employee behind the registration desk who was responsible for validating parking tickets.

Suggestions for next year: Since the winners are not familiar with western food, it is advisable that the sandwiches served for lunch should contain food familiar to locals, no smoked salmon. All requirements for the venue should be specifically spelled out in the contract. The contract should be reviewed carefully by the Training Department to ensure that everything is correct and all tasks are performed properly.

After the security has performed a sweep of the venue, the hotel should be responsible for closing the doors of the Expo until AMIR is ready to allow attendees in for registration. This should be specified in the contract.

It seems that the Royal Court's security requirements for the event vary from year to year. Therefore, the Royal Court should be asked to provide AMIR with their specific security requirements for the event.

Staging/Scene Setter

Performed by Ranya Abu Sharar and Debbie Wegman

There was some great confusion up to four hours before the event as to whether or not Her Majesty Queen Rania would stay for the entire event. AMIR was notified of this problem only two days before the event. Since AMIR was uncertain as to what would occur, two detailed scene setters were devised, one which allowed Her Majesty to leave half way through the ceremony and one in which the Her Majesty Queen Rania stayed for the entire event (Appendix C). This provided some stress on the AMIR team particularly when it came to performing the rehearsals with the winners.

Several rehearsals of the event were performed. AMIR performed a rehearsal the day before the event and the winners along with the Mistress of Ceremonies rehearsed twice on the same day of the ceremony. Although several rehearsals were performed, there were no rehearsals with the other two key people in event, Ms. Liz Cheney and Her Majesty Queen Rania. While rehearsing, we realized that there are points in which these VIPs will have to be situated in certain spots for award presentations and the group photograph. For the group photograph, the AMIR team designated Debra Mosel to tell the two VIPs where to stand. She was the perfect person to assign this task since she took Ms. Chaney's gift from her right before the group photograph was to occur.

The group photograph of the winners and the VIPs occurred in front of the ceremony's banner. The Royal Court wanted to make sure that the photo occurred in front of the banner which had more Arabic. The AMIR team took great care in trying to arrange the winners so that every person can be seen for the photo. When the photo was actually taken, Ms. Lana Qussous was included in the photo and we had not taken her into account for the photo.

Suggestions for next year: The AMIR team had seen the protocol representative of the Royal Court positioning Her Majesty at certain times during the event. This made the team realize that it is possible to assign someone the task of positioning awardees and the VIPs at certain key moments during the event. The lining of the winners produced all of the employees of the year in the front row and not the entrepreneurs of the year. It is suggested next year the have the employees of the year in the last row and the entrepreneurs of the year up front and not worry about everyone being seen for the photo. Determine in advance whether or not the MC should be included in the group photograph.

ID Tags

Performed by Ranya Abu Sharar

Vendor: Adpro
P.O. Box 674
Amman 11821
5858996

Identifications tags were given to members of the AMIR awards ceremony team, the Royal Court and AMIR videographer and photographer, and the USAID personnel Debra Mosel

and Jim Barnhart. These identification tags identified us as being people working on the event and that we should be able to move around while the event is occurring.

Originally, this task was given to the Training Department. Since the identification tags produced by Training were of low quality and could be easily reproduced by anyone, the Communications Department, at the last minute, took it upon themselves to do the identification tags.

Adpro was contracted to produce the tags for AMIR. Since this was a last minute request, the identification tags were not finished and given to AMIR until twelve noon on the day of the event. Although these tags were supposed to identify us to security that we were allowed to move around during the event, the AMIR photographer said that he was still restrained from free movement by security.

Suggestions for next year: This task should be performed by the Training Department and completed well in advance of the event.

Florist

Performed by Rawan Tell and Sameera Qadoura

Vendor: *Ayman Nur Florists*
 0795588446

In the past Ayman Nur Florists has been routinely used by AMIR's Training Department and has performed well in the past; however, the florist did not provide what was desired by the MEI component and created a tense situation before the start of the event.

It is unclear as to where the miscommunication occurred. The florist had attended one of AMIR's meeting with the Royal Court and USAID in order to see the place and to discuss what was required for the event. AMIR and the Royal Court decided that lilies and roses were not to be used in the arrangements since these flowers are fragrant and would cause Her Majesty to sneeze. It was decided upon red, yellow, and white flowers and greenery which would compliment the blue/white banners; flowers which do not have a lot of pollen. Suggested flowers were Gerber daisies and sunflowers. This discussion was also reconfirmed with the hotel that places flowers on a small table next to Her Majesty's seat.

When delivery of the flowers occurred, all of the flowers arrangements specifically had roses and lilies. The roses were wilted and partially dried and the lilies were extremely fragrant. When questioned about the flowers and their fragrance, the florist stated that the flowers were fragrant because they had been sprayed and these are the flowers always used at events which Her Majesty attends. Then the florist stated that the flowers AMIR had specifically requested could not be provided. Additionally, the flower arrangement for the awards table was too big and the florist bought more arrangements than requested by the MEI component. The florist was requested to replace the white lilies with another non-fragrant flower which compliments the banner's color.

Suggestions for next year: A contract should be written which includes detail information about the flowers and plants to be used, i.e., color of flowers, type of flowers, and number of flowers. Also, the contract should state that if the desired flowers cannot be obtained, then AMIR should be consulted for further guidance. The florist should be given a floor plan of the stage and where each arrangement should be placed on the stage and in the lobby. The florist should be taken to the stage to closely examine the stage and possibly take measurements of where the flowers will be, especially if it will be placed on a narrow table. The Training Department had suggested that the florist provide a sample of the flower arrangement before the day of the event in order to ensure that the arrangements will meet AMIR's expectations.

Translators

Performed by Rawan Tell and Sameera Qadoura

*Vendor: Nadia Sharif (4646181)
Hatem Barakat (5824750)*

With an event in which there are English speaking and Arabic speaking people in the audience, the translator is the key player in making the event a success. With the 2002 Microentrepreneur Awards Ceremony, the translators performed miserably and unprofessionally which in turned caused the event to be "unrewarding" to the English speaking invitees. Most of the English speaking invitees were the VIPs. Management of the translators was lax and, thus, showed in the translator's performance.

Although the translators were given the MC's speech and the video presentation in advance, the interpretation of these items showed that the translators did not prepare in advance for the event. Their excuse was that they lost the speech and did not receive the video far enough in advance. Unfortunately, due to the time constraint, the video was not completely ready until two days before the event. Additionally, the translators could not pronounce the word "microentrepreneur", the most significant word of the ceremony.

Suggestions for next year: It is essential to provide the translators with as much material as possible. This includes giving the translator a list of words which will be commonly spoken during the event and providing the translators with all the speeches which are prepared in advance.

In order to avoid the problem with the translation of the video, it was suggested to interpret the video in advance and run the translation simultaneously with the tape.

It should be insured by the Training Department that the sound system representative and the interpreters can work together. The sound system and interpreters should be supervised more closely. A member of the Training Department should sit in the booth with the interpreters so if there are any difficulties, they can be dealt with immediately. A member of the Communications Department should assist in the booth as well.

Lighting

Performed by Barbara Zadina

Vendor: *TransJordan for Light and Sound
Marwan Abu Jaber
P.O. Box 312
Amman 11118 Jordan
Mobile: 0795526000/4625161*

Great care was taken by TransJordan for Light and Sound with AMIR's Communication Department assistance in ensuring that the lighting was correct. TransJordan for Light and Sound provided two lighting systems on either side of the stage. The lighting was adequate and set just right so that there was no shadows on the people's faces on the stage and there was no glare on the banners.

Suggestions for next year: Ensure again that the lighting is correct so that there are no glares on the banner or shadows on people's faces.

Headsets and Sound System

Performed by Rawan Tell and Sameera Qadoura

Vendor: *Fakri Malkawi (4635177)
DigitalScope*

The headsets were placed on each seat so that people, if needed, could hear the interpretation of the speech. The Communications Department had asked the vendor to ensure that the headsets were turned down. This was requested so that the audience would not hear the translators through the unused headsets. Even though this was portrayed to the company, the translators were still heard through the unused headsets during the ceremony.

The sound system company was not up to standards as they should have been. Even though the company was there the day before, the sound system was still not working correctly up until the last minute. During the performance, there was feedback. At one point the feedback was so great that the audience flinched from the noise. The sound system company and the interpreters did not communicate well, which added to the interpretation problem experienced during the ceremony.

Suggestion for next year: Hire an independent contractor who can check the sound system after it is set up by the sound system company. There should be better communication between AMIR and the sound company as to the requirements needed for the event.

Giveaways

Performed by Ranya Abu Sharar

Vendor: *Wedad Damra (0795794954-sister's phone number)*

-and-

Adpro

P.O. Box 674

Amman 11821

This year's giveaway was a business card holder which had been cross stitched. The person who produced these giveaways was a microentrepreneur which provided a personal touch. Ms. Damra was proficient and provided all 300 giveaways within sufficient time.

Adpro printed a card which stated "Compliments of..." and the successful entrepreneur's slogan "Start a business.....create a future." One of these printed cards was placed inside each business card holder. The business card holder was given to the attendees as they registered for the event.

Suggestions for next year: Having the giveaway being produced by an entrepreneur provided a personal touch. Trying to do something like this next year would be a great idea.

Business Cards

Performed by Ranya Abu Sharar

Vendor: *Adpro*
P.O. Box 674
Amman 11821

In addition to a physical award, each winner (except the employees of the year) was given a set of business cards. The business cards not only had the individual's contact information but it also contained the successful entrepreneur's slogan.

Suggestion for next year: Since the business cards give the winners more of a professional stature, this would be an excellent idea to do this again.

Awards

Performed by Ranya Abu Sharar

Vendor: *Shuleh Advertisement Material Trading and Printing*
P.O. Box 415007
Amman Jordan
4743464

This year's award for the winners was a green tinted acrylic award with engraved printing. The top of the award was angled to a point. The point was a little bit too sharp, but did not inflict any damage upon anyone. The cost of each award was 40JD. Although the award was made as two separate pieces, the two pieces were glued so that the award would not fall

apart during the ceremony. The award was a modern change from the more traditional award.

Suggestions for next year: The award was a nice change from the traditional, common award. It is suggested adopting a standard award design which will be continuously used with each future awards ceremony.

Certificates

Performed by Ranya Abu Sharar

*Adpro
P.O. Box 674
Amman 11821
5858996*

Each MFI's employee of the year received a framed certificate rather than the acrylic award. The Communication's Department produced the text for the certificate and then had them printed by Adpro.

Suggestions for next year: The framed certificates were produced satisfactorily and would recommend using Adpro again for the certificates.

Banners/Podium Sign

Performed by Ranya Abu Sharar

Vendor: *Adpro
P.O. Box 674
Amman 11821
5858996*

Adpro delivered high quality banners and podium sign; however, they were careless in their installation of the banners. The company placed the ladder directly against the banner which could have damaged the banner. Once the banners were hung, the company did not clean the banners and dust was very noticeable.

The AMIR Communications Department designed the banner to look similar to the banner used for the 2001 Microentrepreneurs Awards Ceremony. Since it was almost exactly the same as last year's banner, the Communications Department did not seek the Royal Court's approval of the banner. The Royal Court was sent, after the fact, the design of the banner.

It turns out that the banner did not meet the Royal Court's approval. The banner should have had the line "Under the Patronage of Her Majesty Queen Rania Al-Abdullah". Last year's banner did not have this line. However, the Royal Court stated that the requirements change from year to year.

Suggestions for next year: The banners must be approved next year by AMIR MEI and the Royal Court before the banner goes to print. The person responsible for banners should

ensure that the company takes great care in the installation of the banner and should make sure that the signs are cleaned right after they are installed.

Winner's Brochure

Performed by Ranya Abu Sharar

Vendor: Adpro
P.O. Box 674
Amman 11821
5858996

The winner's brochure which was produced consisted of a sophisticated design which complimented the invitations and banners. The brochure contained a photograph and a paragraph on each of the award winners, written in Arabic and English. The back of the brochure contained information on the AMIR Program and the AMIR and USAID logos.

Suggestions for next year: The design of the brochure was excellent. It is recommended to use a similar design next year.

Gift bags

Performed by Ranya Abu Sharar

Vendor: Adpro
P.O. Box 674
Amman 11821
5858996

The gift bags used for the awards ceremony looked very similar to the invitations, winner's brochure, and banners. The bag was paper with thick strings for handles. The bag's design consisted of the Successful Entrepreneur's slogan and the MFI's contact information on the folds of the bag. Before the event, the gift bags were stuffed with the winner's brochure and the business card holder. These bags were kept behind the registration booth and were given to the attendees after they registered. The gift bag provided the usher at the entrance to the auditorium with additional information that the person had visited the registration desk.

There were gift bags specially stuffed for the press. The press bags contained that award ceremony's press release. In order to distinguish the press bags from the others, the Training Department placed yellow circle stickers on the press bags.

Suggestions for next year: The gift bags were an excellent idea. The bags could also be used to place any brochures people received from the MFI booths. This would be something to use for next year's event.

Video Presentation/Pre-Event Winner Profile*Performed by Rasheed Rousan*

***Vendor:** Amr Toukhy
Forsight Productions: art I motion
P.O.Box 8540
Amman-Jordan
mobile number: + 962 6 79 574 9330*

Another item which provided animation to the awards ceremony was the video presentation produced by Mr. Toukhy of Forsight Productions. Mr. Toukhy worked under short deadlines with the assistance of Rasheed. Although there were time constraints involved, Mr. Toukhy produced a high quality video which moved the Arab audience. The interpreters did not translate the video which made the video “boring” to the English-speaking audience.

At the last minute, the AMIR awards team thought of having the winner’s picture, name and award won by them up on the screen before the event started. This gave the audience something to look at while waiting for the event to start. Mr. Toukhy worked non-stop hours to produce this clip and included background music with the winner’s clips.

Suggestions for next year: The vendor desires to interview the winners at least two months in advance of the awards ceremony. This would allow for sufficient time to produce a video without having to work long hours each day.

It was suggested by the AMIR team that the video either be subtitled or a prerecorded translation be simultaneously played as the video is run. This would eliminate the translation problem.

Media and Press*Performed by Rasheed Rousan*

The Communications Department routinely handles the media who attend AMIR events. The Communications Department with the assistance of the MEI administrative assistant ensured that the media arrived at the event at the specified time and that they knew of any restrictions placed upon them for the event.

The Royal Court handles their own photographer and videographer as well as the personnel from JTV. Since AMIR had no direct contact with JTV, there were several problems which occurred. JTV arrived much later than the other media and then the TV personnel tried to plug their equipment into the sound system, which was not recommended by the sound company and the Communication’s Department.

Once JTV had their equipment ready, they wanted to interview some of the winners. These interviews were never mentioned to the AMIR team and, therefore, many of the winners were not willing to be interviewed.

The press release which was used for the awards ceremony is located under Appendix E.

Suggestions for next year: The AMIR Communication's Department should have direct contact with JTV. The Communication's Department can then determine JTV's outlet needs in advance and determine if any interviews need to be scheduled for them. If JTV desires to interview any people, then the Communication's Department can prepare them for a potential interview.

APPENDIX A: Awards Categories and Selection Criteria***Criteria and Scoring System for Best Male Individual Client, Best Female Individual Client, and Best Group Loan Clients***

- Minimum one year client of the MFI (20 points)
 - 1-2 years: 10 points
 - 2-3 years: 15 points
 - 3 years or greater: 20 points
- Best annual repayment rate (50 points)
 - 97% to 98%: 25 points
 - >98% and = or < 99%: 40 points
 - 99% or greater: 50 points
- Number of repeat borrowings (25 points)
 - 2 loans: 15 points
 - > 2 loans and = or < 4 loans: 20 points
 - > 4 loans: 25 points

Criteria and Scoring System for Best Male Individual Loan Officer, Best Female Individual Loan Officer, and Best Group Loan Promoter

- Best repayment rate (30 points)
 - 97% to 98%: 20 points
 - >98% and = or < 99%: 25 points
 - > 99%: 30 points
- Number of new loans (15 points)
 - 10 new loans: 5 points
 - 10 new loans and = or < 15 loans: 10 points
 - >15 loans: 15 points
- Number of active clients (10 points)
 - 80 active clients and = or < 100: 4 points
 - 100 active clients and = or < 125: 7 points
 - > 150 active clients: 10 points
- Annual client retention rate (25 points)
 - 5-10%: 10 points
 - 10% and or = 20%: 20 points
 - 20%: 25 points
- Size of the Portfolio (JDs): (20 points)
 - < 100,000 JD: 10 points
 - > 100,000 and = or < 200,000: 15 points
 - > 200,000 JD: 20 points

***Criteria and Scoring System for Outstanding Employee of the Year for each MFI
(4 awards)***

- To be chosen by the MFI manager in any job within the MFI and to be approved by the Board

Criteria and Scoring System for Runner-up and Entrepreneur of the Year

- Best repayment rate (30 points)
 - 97% to 98%: 20 points
 - >98% and = or < 99%: 25 points
 - > 99%: 30 points
- Length as client (20 points)
 - 1-2 years: 10 points
 - 2 years and = or < 3 years: 15 points
 - 3 years: 20 points
- Growth in borrowing(10 points)
 - Up to 700 growth JD: 6 points
 - 700 JD and = or < 2000 growth JD: 8 points
 - > 2000 growth JD: 10 points
- Innovation (40 points)
 - Estimated score based on the personality and project type.

Appendix B: Invitation List

FINAL ATTENDANCE LIST
"Microentrepreneur Awards Ceremony"
 08-Oct-02
 Zara Expo, Amman

Number of AMIR Trainees by Gender:

Women: 112
Men: 123

Total Number of Event Attendees:

Total: 235

Guest Name	Company Name	Business Phone	Gender
♦ Firas Abbadi	JMCC		M
♦ Reyad Abbas	CHF		M
♦ Hanan Abboushi	JMCC		F
♦ Niveen Abuushti Sharaif	Microfund for Women (MFW)	+962 (6) 485-1028 , 566-3055	F
♦ Amal Abdel-Razik	Microfund for Women (MFW)	+962 (6) 485-1028 /1406/1655/0455	F
♦ Murad Abdel-Razik	JMCC		M
♦ Beitina Abdul-Shafi	German Development Cooperation	(962-6) 566-7021 , 566-8384	F
♦ Rizeq Abdul-Razeq	JMCC		M
♦ Zaid Abu-Al Fahem	Jordan Micro Credit Company (JMCC)	+962 (6) 566-1385 /6	M
♦ Mohammad Abu-Dahab	JMCC		M
♦ Samer Abu-Dalo	Jordan Micro Credit Company (JMCC)	+962 (6) 566-1385 /6	M
♦ Naiman Abu-Hamdan	MFW	+962 (2) 740-2355	F
♦ Raed Abu-Khaleel	Jordan Micro Credit Company (JMCC)	+962 (6) 566-1385 /6	M
♦ Fadwa Abu-Me'liq	CHF Aqaba		F

Appendix B: Invitation List (Continued)

Guest Name	Company Name	Business Phone	Gender
♦ Alallah Abu-Nab	MFW	+962 (2) 740-2355	M
♦ Rana Abu-Sabbah	Microfund for Women (MFW)	+962 (6) 465-1028 /1406/1655/0455	F
♦ Raed Abu-Shakra	CHF		M
♦ Avad Abu-Shanab	JMCC		M
♦ Rania Abu-Sharar	AMIR Program	+962 (6) 566-1831	F
♦ Awalef Abu-Soboh	MFW		F
♦ Ghassan Abu-Yaghi	Ahli Microfinancing Company (AMC)	+962 (6) 464-9440 /1-	M
♦ Mariam Ahmad	MFW		F
♦ Raeda Alkewi	MFW		F
♦ Suhair Al-Al.	Citibank, N.A.	+962 (6) 567 5100	F
♦ A'ije Al-Amad	Microfund for Women (MFW)	+962 (6) 559-9608	F
♦ Nizar Al-Asikar	Jordan Loan Guarantee Corp.	+962 (6) 461-3042	M
♦ Ruba Al-Ayed	Jordan Telecom	+962 (6) 462-0428	F
♦ Yasmeen Al-Farraj	Microfund for Women (MFW)	+962 (6) 465-1028	F
♦ Issam Al-Gazawi	JMCC		M
♦ Khaled Al-Gazawi	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M
♦ Wesam Al-Howajreh	AMC		M
♦ Ahmad Ali	Community Habitat Finance (CHF)	+962 (6) 583-1188	M
♦ Faten Aliden	MFW		F
♦ Maher Al-Jamal	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M
♦ Mohamad Al-Kassem	Ministry of Planning	+962 (6) 464-4466	M
♦ Sami Al-Khatib	MFW		F
♦ Rose Al-Jissi	Jordanian American Business Association (JABA)	+962 (6) 565-1860 /1	F
♦ Fardus Al-Masri	Al-Asmaq Newspaper	+962 (6) 515-7690	F
♦ Rania Al-Nasa'a	CHF		F

Appendix B: Invitation List (Continued)

Guest Name	Company Name	Business Phone	Gender
♦ Najah Al-Okbah	CHF - Karak Branch		F
♦ Lina Al-Oran	CHF - Ma'an		F
♦ Raeda Al-Sarairah	Office of HM Queen Rania	+962 (6) 464-0100	F
♦ Mandoun Al-Sharif	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M
♦ Mirvat Al-Shuhabey	CHF - Irbid		F
♦ Aida Al-Taweel	Al Arab Al Yawm		F
♦ Ghalia Alul	Office of HM Queen Rania	+962 (6) 464-0100	F
♦ Bassem Al-Yusuf	Abu-Ghazaleh Credit Information International	+962 (6) 5655529	M
♦ Ibtisam Al-Zoubi	JMCC		F
♦ Suhad Amareen	Community Habitat Finance (CHF)	+962 (03) 238-0835	F
♦ Reema Amro	Microfund for Women (MFW)	+962 (6) 465-1028 /1406/1655/0455	F
♦ Saleh Arbousi	CHF - Irbid		M
♦ Nariid Ashour	Ahli Microfinancing Company (AMC)	+962 (6) 464-9440 /1	M
♦ Mohammad Assadi	MFW		M
♦ Ayaat Atileh	MFW		F
♦ Khawla Awad	Microfund for Women (MFW)	+962 (6) 465-1028 /1406/1655/0455	F
♦ Hanan Awwad	JMCC		F
♦ Tareq Ayoub	Arab News Network		M
♦ Hasan Azzeih	JMCC	+962 (6) 585-9406	M
♦ Touma Badawi	CHF Madaba		M
♦ Emad Baik	JMCC	+962 (5) 393-0175	M
♦ Rajai Bakhit			M
♦ Mustafa Bani-Hani	CHF Jerash		M
♦ Sewar Batayneh	CHF		F
♦ Hashem Boeir	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M

Appendix B: Invitation List (Continued)

Guest Name	Company Name	Business Phone	Gender
♦ Kamal Bdoor	MFW		M
♦ Itaf Bdoor	MFW		F
♦ Greta Boye	AMIR Program	+962 (6) 550-3050	F
♦ Dima Bseiso	Microfund for Women (MFW)	+962 (6) 465-1023 /1405/1655/0455	F
♦ Suhair Bushnaq	Al-Rai Newspaper	+962 (6) 566-7171	F
♦ Khush Choksy	AMIR Program	+962 (6) 5650231 /2	M
♦ David Cowles	U.S. Agency for International Development	+1 (202) 7121140	M
♦ Muna Dahdaleh	AMIR Program	+962 (6) 566-1831	F
♦ Mohammad Dalabeh	AMC		M
♦ Samer Dallal	Community Habitat Finance (CHF)	+962 (6) 583-1188	M
♦ Kenneth Donaldson		+962 (6) 597-5507	M
♦ Richard Dreiman	Cremonics	+1 (202) 965-3300	M
♦ Jihad Dweikat	Microfund for Women (MFW)	+962 (6) 465-1023 /1405/1655/0455	M
♦ Salma Ekkawi	MFW		F
♦ Ameera Ekkawi	MFW		F
♦ Jody Falletta	MFW		F
♦ Maysoon Faouri	JMCC		F
♦ Jameddin Farahat	JMCC		M
♦ Lubna Farajat	Community Habitat Finance (CHF)	+962 (6) 238-0835	F
♦ Ola Farajat	Community Habitat Finance (CHF)	+962 (6) 203-1224 /5	F
♦ Khayzaran Faronyyeh	JMCC		F
♦ Michael Fasheh	Hwait & Fasheh Auditing Company		M
♦ Raja' Fayyad	Microfund for Women	+962 (6) 4651028	F
♦ Shadi Garmoh	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6 Ext. 401	M
♦ Fouad Ghanma	World Economic Forum	+41 (22) 8691212	M

Appendix B: Invitation List (Continued)

Guest Name	Company Name	Business Phone	Gender
♦ Farah Habashneh	JMCC		F
♦ Husam Habibah	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6 ExL 401	M
♦ Jamal Haddad	JCHUD (The Jordanian Hashemite Fund for Human Developm	+962 (6) 582-5241	M
♦ Adeeb Handad	Institute of Banking Studies (IBS)	+962 (6) 551-0300	M
♦ Amer Hadidi	Industrial Development Directorate, Ministry of Industry and Tra		M
♦ Barithal Hajahien	Microfund for Women (MFW)	+962 (6) 465-1023 /1406/1655/0455	F
♦ LUNA Hamdan	JMCC		F
♦ Essma Hamida	Enda inter - Arabe (Tunis)	+216 (71) 650600	F
♦ Jamil Hammam	Community Habitat Finance (CHF)	+962 (03) 238-0835	M
♦ Sami Hashem	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M
♦ Baha' Hassan	MFW		M
♦ Abdul-Salam Hijawi	CHF Amman	+962 (6) 581-5418	M
♦ Maysoun Hijazeen	Community Habitat Finance (CHF)	+962 (03) 238-0835	M
♦ Wasan Hijazi			F
♦ Subhieh Hijawi	MFW		F
♦ David Holt	Jordan-U.S. Business Partnership	+962 (6) 568-4308	M
♦ Judith Holt	JUSBP		F
♦ Diana Hourani	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	F
♦ Tareq Hyasat	JMCC	+962 (6) 489-4855	M
♦ Rafael Jabba	Cooperative Housing Foundation	+962 (6) 5831188 / 5825145	M
♦ Yousef Kandiah	AHLI Microfinancing Company (AMC)	+962 (6) 464-9440 /1	M
♦ Jack Kattan	AHLI Microfinancing Company (AMC)	+962 (6) 461-8255	M
♦ Leanne Kavar		+962 (6) 5931084	F
♦ Nisreen Kralil	MFW		F
♦ Mohamad Khalil	JMCC		M

Appendix B: Invitation List (Continued)

Guest Name	Company Name	Business Phone	Gender
♦ Bassem Kfarfar	Microfund for Women (MFW)	+962 (6) 465-0455 / 465-1028	M
♦ Ethar Khasawneh	Office of Her Majesty Queen Rania Al-Abdullah	+962 (6) 4640103	M
♦ Suhair Khalib	AMIR Program	+962 (6) 566-1831 ext.21	F
♦ Saleh Khawaldeh	Jordan News Agency	+962 (6) 464-4455	M
♦ Kholoud Khlaif	Microfund for Women (MFW)	+962 (6) 465-1028 / 1406/1655/0455	F
♦ Mun Khoury	AdPro	+962 (6) 5858996	M
♦ Mahdi Kilani	Arab Bank PLC	+962 (6) 5660140	M
♦ Ibrahim Kilani	JMCC		M
♦ Falah Kokash	AMC		M
♦ Eman Krameen	Community Habitat Finance (CHF) - Amman	+962 (6) 583-1188	F
♦ Terri Krista sky	AMIR Program	+962 (6) 566-1831 / 2 Ext. 39	F
♦ Tawfeeq Ma'bad	JMCC		M
♦ John Mack	AMIR Program	+962 (6) 5503050	M
♦ Saif Madanat	Community Habitat Finance (CHF)	+962 (6) 585-8871	M
♦ Haza'a Majali	Customs Department	+962 (6) 4452158	M
♦ Ahmed Maalha	Microfund for Women (MFW)	+962 (6) 465-1028 / 1406/1655/0455	M
♦ Dima Mansour	AMIR Program		F
♦ Ghassan Maryat	Community Habitat Finance (CHF)	+962 (03) 236-0835	M
♦ Lina Mohammad	Microfund for Women (MFW)	+962 (6) 465-1028 / 1406/1655/0455	F
♦ Fatemah Mosleh	MFW		F
♦ Mohammed Mouaiget	Institute of Banking Studies (IBS)	+962 (6) 551-0300	M
♦ Ayaat Mubaideen	MFW		F
♦ Munira Mubaideen	MFW		F
♦ Berra'a Mubaideen	MFW		F
♦ Khaled Muneisen	Ministry of Planning	+962 (6) 464-4466	M

Appendix B: Invitation List (Continued)

Guest Name	Company Name	Business Phone	Gender
♦ Rula Muhsen	CHF		F
♦ Issam Muhiadi	Cairo Amman Bank	+962 (6) 461-8910	M
♦ Ibrahim Musleh	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M
♦ Nadia Najmi	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M
♦ Orabi Nakhleh	Islamic International Arab Bank plc	+962 (6) 5694901	M
♦ Mariam Nasarat	Community Habitat Finance (CHF)	+962 (03) 238-0835	F
♦ Amer Nasereddin	CNS Computer Networking Services	+962 (6) 5535733	M
♦ Maher Natour	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M
♦ Lina Nayef	MFW		F
♦ Carmen Nezzario	Jordan Poverty Alleviation Program	+962 (6) 5921468 /9	F
♦ Hilica Nino	Anli Microfinancing Company	+962 (6) 464 9440	F
♦ Ruwaida Nino	AMC		F
♦ Rabil Nino	AMC		M
♦ Tamim Nofal	UNRWA	+962 (6) 560-7194 , 534-9062	M
♦ Ammar Obaidat	JMCC		M
♦ Thabet Obeidat	Al Arab Al Yawm Newspaper	+962 (6) 5621114 /5	M
♦ Faris Ojailat	CHF - Madaba		M
♦ Mahmoud Okkeh	Housing Bank, The	+962 (6) 560-7315	M
♦ Shireen Omari	JMCC		F
♦ Rama Oreiqat	MFW		F
♦ Ibrahim Ostia	AMIR Program	+962 (6) 566-1831 ext. 13	M
♦ Ala' Othman	Community Habitat Finance (CHF)		M
♦ Sameera Qadoura	AMIR Program	+962 (6) 565-1831 Ext. 40	F
♦ Qais Qatamin			M
♦ Yousef Qalato	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M

Appendix B: Invitation List (Continued)

Guest Name	Company Name	Business Phone	Gender
♦ Katta Qsous			F
♦ Dina Qsous			F
♦ Lana Qsous	Jordan Television		F
♦ Shereen Qleimat	Community Habitat Finance (CHF)		F
♦ Najieb Rababalah	CHF		M
♦ Issa Rabadi	Sheihan		M
♦ Mohammad Ramadan	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	M
♦ Widad Rasheed	CHF		F
♦ Wael Rasheed	CHF		M
♦ Samih Rawashdeh	Community Habitat Finance (CHF)		M
♦ Ziad Refai	MFW		M
♦ Dalal Rihan	MFW		F
♦ Fawquleh Rizeq			F
♦ Rasheed Rousan	AMIR Program	+962 (6) 566-1831	M
♦ Tamara Saeed	MFW		F
♦ Ahmed Salameh	CHF		M
♦ Almaza Saeh			F
♦ Anwa Saleh	Microfund for Women (MFw)	+962 (6) 465-1028 /1408/1555/0455	F
♦ Sandy Salkham			F
♦ Mohammad Salous	UNRWA	+962 (6) 560-7194	M
♦ Thurayya Sali	INJAZ	+962 (6) 5657408-9-10	F
♦ Amir Sali	Jordan Micro Credit Company (JMCC)	+962 (6) 569-1954	M
♦ Rebecca Sali	Wadi Dana	+962 (6) 5337931	F
♦ Shahinaz Saqer	Microfund for Women (MFw)	+962 (6) 465-1028 /1406/1555/0455	F
♦ Basma Sathian	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	F

Appendix B: Invitation List (Continued)

Guest Name	Company Name	Business Phone	Gender
♦ Amy Schedlbauer		+1 (202) 6471058	F
♦ Diane Scott	AMIR Program	+962 (6) 566-1831	F
♦ Haniieh Seetan	MFW	+962 (2) 740-2355	F
♦ Carlos Seleme	Embassy of the Kingdom of Spain	+962 (6) 560-1281	M
♦ Bassel Shahin	Embassy of The United States of America	+962 (6) 5920101	M
♦ Hana Shahin	Jordan Micro Credit Company (JMCC)	+962 (6) 568-1385 /6	F
♦ Khaled Shaker	Microfund for Women (MFW)	+962 (6) 465-1028 /1406/1655/0455	M
♦ Hana Sharaway	CHF		F
♦ Waleed Sharayha	Jordan National Bank	+962 (6) 5716133 / 5716906 Direct	M
♦ Leila Shawabkeh	Microfund for Women (MFW)	+962 (6) 465-1028 /1406/1655/0455	F
♦ Khaled Shawish	Housing Bank	+962 (6) 560-7315	M
♦ Rebecca Sherwood	AMIR Program	+962 (6) 5661831 /35	F
♦ Maen Shraideh	Jordan Radio and Television Corporation	+962 (6) 4776111	M
♦ Khaled Shraideh	Higher Council of Science and Technology		M
♦ Justin Sibrell	U. S. Embassy	+962 (6) 592-0101 ext. 2618	M
♦ Samira Smeiral	Microfund for Women (MFW)	+962 (6) 465-1028 /1406/1655/0455	F
♦ Nader Sobah	CHF - Irbid		M
♦ Jamal Souzan	Community Habitat Finance (CHF)	+962 (2) 724-5721	M
♦ Madelyn Spimak	U. S. Embassy	+962 (6) 592-0101	F
♦ John Sullivan	CIPE	+1 (202) 721-9234 , 721-9250	M
♦ Samer Sunnuqrot	Jordan National Bank	+962 (6) 560-4494	M
♦ Sweilem Tadros	JMCC		M
♦ Abdelraouf Taher	NAFES National Fund For Enterprise Support	+962 (6) 5529082 /3/4	M
♦ Nadya Talhouni	Arab Bank PLC	+962 (6) 5621980 Ext. 2132	F
♦ Ahmad Tantash	TISGROUP-Tantash Information Systems Group	+962 (6) 569-1111	M

Appendix B: Invitation List (Continued)

Guest Name	Company Name	Business Phone	Gender
♦ Naval Tarazi	Citibank	+962 (6) 567 5100 Ext. 8428	F
♦ Rawan Tell	AMIR Program	+962 (6) 566-1831 Ext. 42	F
♦ Eman Tell	MFW		F
♦ Fawaz Thawabieh	(DEF) Development and Employment Fund	+962 (6) 461-8851	M
♦ Ahmad Thaybat	AMC		M
♦ Jumana Theodore	Save the Children Federation	+962 (6) 565-7411 Ext. 121	F
♦ Ruwayda Thiab	JMCC		F
♦ Sahar Tieby			F
♦ Huda Twaissi	CHF	+962 (3) 215-4211	F
♦ Fatmeh Tweseh	CHF - Wadi Musa	+962 (3) 215-4211	F
♦ Stephen Wade	AMIR Program	+962 (6) 566-1831	M
♦ Ibrahim Wadyyyeh	JMCC		M
♦ Tala Waheldi	MFW		M
♦ Arun Walvekar	Jordan-U.S. Business Partnership	+962 (6) 588-4308	M
♦ Debbie Wegman	AMIR Program		F
♦ Jamil Wheldi	AMIR Program	+962 (6) 566-1831 Ext. 112	M
♦ Winkie Williamson	Queen Zeh Al Sharaf Institute for Development, The	+962 (6) 5052431	F
♦ Khalil Yaseen	AMC		M
♦ Halima Yaseen	AMC		F
♦ Barbara Zadina	AMIR Program	+962 (6) 566-1831	F
♦ Samer Zakameh	CHF - Aqaba		M

APPENDIX C: SCENE SETTER***REVISED OCTOBER 8, 2002 9 AM*****Third Microentrepreneur Awards Ceremony**

October 8, 2002

1 hour event beginning at 4:30

Venue: Zara Expo Center, Hyatt

MC: Lana Qussous from Friday Morning Show

Arabic will be the main language of the event with simultaneous translation

Zara Expo Entrance Area/Lobby:

- There are two entrances to the lobby area. Both sets of doors will be open for guests to enter.
- As you walk through either door, on the right side will be the registration table and two MFI booths and representatives from the MFIs at the booths. The registration table will have AMIR personnel Muna, Rawan, and Rami behind the table and one Hyatt employee who will validate parking tickets.
- On the left side will be two additional MFI booths with representatives from the MFIs at the booth.
- There will be Dima from AMIR greeting people at the door. Dima will tell guests to present their business cards or other identification at the registration table. Upon registration, the guest will receive a bag filled with their giveaway gift (business card holder) and the brochure on the winners. If the guest is a member of the press, he/she will receive a bag filled with the above mentioned items plus the press release and other press related items. The guests will be encouraged to proceed to the auditorium. If the guest is a VIP, the VIP will be escorted to their assigned seat by AMIR personnel Suhair and Jamil.
- There will be a banner on a stand at the entrance to the auditorium. AMIR personnel Muna will be at the entrance to welcome people in and ensure that all people entering the auditorium have checked in. AMIR personnel Sulof will be inside the auditorium ensuring that people fill in the rows from the center out and that only VIP people sit in the reserved seating.

Stage Setup:

Looking at the stage as if you are seated in the audience, the podium is considered the left side of the stage and the two chairs are on the right side of the stage.

- The podium will be on the left side of the stage. In front of the podium will be a floral arrangement. There will be a "Third Microentrepreneur Awards Ceremony" sign posted on front of the podium.
- On either side of the screen will be the award ceremony banners hanging. They will cover most of the area on either side of the screen. The one banner with Arabic prominent will be hung on the right side of the stage.
- In the center of the stage, underneath the screen will be a 6 foot, narrow table. On top of the table will be the awards and a floral centerpiece.

- There will be two chairs-angled towards each other- on the right side of the stage.
- There will be two floral pieces on the edge of the stage-

Before the Program:

12:00 pm – 2:30 pm: Rehearsal with Winners and AMIR: Final Set-up for Media, Lighting, Headphones, Multi-media, Translator, Banners, Stage, Awards, Registration table, Florist, Booths

2:30 pm-3:30 pm: All people will leave the Zara Expo for security sweep
Event Coordinators and winners will have snack at Hotel designated area

3:30 pm: Event Coordinators and winners will return to Zara Expo in preparation for arrival of guests.

3:30pm-4:00 pm: Arrival of Guests

3:50 pm: Liz Cheney arrives with guests Ambassador Gnehm, Mrs. Gnehm, Toni Christiansen-Wagner, and Greg Logerfo. Liz Cheney and guests will enter Zara Expo through the middle door and will immediately proceed to the VIP lounge.

4:15 pm: Her Majesty arrives. She will enter Zara Expo through the middle doors and will immediately proceed to the VIP lounge.

Between 3:30 pm and 4:30 pm, there will be a “rolling viewing” of 13 slides depicting still photographs of the winners. The stage lighting will be off so audience can view the screen. (Possibly music will be played--)

Program:

4:29 pm: The viewing of the 13 slides will stop and the lighting for the stage will be turned on.

4:30 pm: **Arrival of Her Majesty and Liz Cheney**-Lana will approach the podium from the left side of the stage. Lana will announce the arrival of Her Majesty and Liz Chaney and will request that all people please be seated. Lana will step away from the podium and will remain standing on stage.

4:30 pm: Her Majesty and Liz Chaney will enter the auditorium from the back left entrance of the auditorium. (The other back entrance of the auditorium will be closed.) Both ladies will be escorted by Ambassador Gnehm, Mrs. Gnehm, and Toni Christiansen-Wagner. Her Majesty and the Ambassador will walk down first with Liz Cheney, Mrs. Gnehm and Toni following to their seats. (The Ambassador, Mrs. Gnehm and Toni will be on Her Majesty's right in that order, Liz Cheney will be on Her left. All of the seats, except for Her Majesty's will be labeled.) Debi Mosel will stand up from her designated seat and will approach the reserved seats of Ambassador Gnehm, Mrs. Gnehm, and Toni Christiansen-Wagner. Debi will remove the assigned seat

- tents from their chairs and, upon their arrival at the front row, will direct them to their designated seating assignment.
- 4:31 pm: **National Anthem-** Lana will announce that the Jordanian National Anthem will be played and that everyone will please stand. Lana will step back from the podium and remain standing.
- 4:32 pm: Lana will approach the podium and announce that everyone may take their seats. Lana will remain at the podium as people take their seats.
- 4:32-4:37 pm: **Welcoming Remarks-** Lana will present her opening remarks at the podium. Lana will also request that all cell phones be turned off at this time.
- 4:37-4:38 pm: **Lana introduces Ambassador Gnehm-** Lana will remain at the podium after opening remarks and will introduce Ambassador Gnehm. Ambassador Gnehm will approach the podium from the left side of the stage. Lana will step back from the podium and greet Ambassador Gnehm once he is on stage. Lana will then leave the stage from the left side and will take a seat at her designated seat assignment in the front row.
- 4:38-4:39 pm: **Ambassador Gnehm introduces Liz Cheney.** Liz Cheney will approach the stage from the left side. Ambassador Gnehm will stand back from the podium. Once Liz Cheney is on stage, Ambassador Gnehm will leave the stage from the left side and will return to his designated seat. Liz Cheney will stand at the podium.
- 4:39-4:45 pm: **Liz Cheney Speaks-**Liz Cheney will speak at the podium. When finished, she will exit the stage on the left side and will return to her designated seat. Once Liz Cheney is seated, Lana will approach the stage on the left side and approach the podium.
- 4:45-4:46 pm: **MC Introduction of Rafael Jabba, CHF Representative-** Lana will introduce Rafael. Rafael will approach the stage from the left side. Lana will step back from the podium and greet Rafael once he is on stage. Lana will then exit the stage on the left side and will sit in her assigned seat.
- 4:46-4:47 pm: **Rafael Jabba Presentation of Industry Supporter Award to Housing Banking guy:** Rafael will give an introduction and will announce Mahmoud Okah as the winner. Rafael will obtain the award from the award table. Mahmoud will approach the stage from the left side. Mahmoud will receive the award and will exit the stage on the left side. Rafael will exit the stage on the left side. Both will return to their designated seats. Lana will approach the stage on the left side and stand at the podium.

4:47-4:49 pm: **MC Introduction Almaza Saleh one of last year's Best Group Award Winner**-Lana will approach the podium and introduce Ms. Saleh. Ms. Saleh will approach the stage from the left side. While Ms. Saleh is approaching the stage, Lana will pick up the wireless hand held mike which will be at the podium. Lana will turn this mike on. Lana will greet Ms. Saleh at the podium, and then both Lana and Ms. Saleh will walk to the right side of the stage and sit in the two chairs already on the right side of the stage. Lana will sit on the right side and Ms. Saleh will sit on the left side.

4:49-4:54 pm: **MC Interview of Ms. Almaza Saleh**-Lana will conduct an interview with Ms. Saleh while both are seated. Lana will talk into the wireless mike and will allow Ms. Saleh to answer into this mike. Lana will interview successful entrepreneur, Ms. Saleh, asking her to tell her story of starting and running her own business with financial and business development support offered through the MFIs and business development services. Lana and Ms. Saleh will highlight the benefits and effectiveness of sustainable microfinance lending and borrowing. She has moved from a group loan to an individual loan. Will exemplify how the MFI are meeting the needs of borrowers as their businesses grow. At the end of the interview, Lana will thank Ms. Saleh. Both Lana and Ms. Saleh will stand. Ms. Saleh will exit the stage on the left side and will return to her designated seat.

Lana will move aside as two employees from the Hyatt will remove the two seats from the stage and will exit with the chairs through the door on the right side of the stage. Chairs will be placed in a meeting room within the immediate area.

Lana will remain on stage and walk to the podium. Lana will turn off the wireless mike and place the mike back at the podium.

4:54-4:55 pm: **MC Introduction of video presentation**-Lana will introduce the video presentation at the podium and will exit the stage on the left side. She will walk to her designated seat and will sit.

4:55-5:03 pm: **Video Presentation**-Stage lights will go off and presentation will be shown. Introduce Successful Entrepreneur Campaign: Using images, stories, and campaign-specific materials, we will generate awareness of Jordanian successful entrepreneurs to existing entrepreneurs as well as those entrepreneurs who have yet to embark upon the opportunity. To establish successful entrepreneurs as "goal" models.

At the end of the presentation, the lights will come back on.

- 5:03-5:04 pm: **Explanation of awards and gifts to winners**-Lana will leave her designated seat and will approach the stage from the left side. Lana will approach the podium. Lana explains the award and gifts that will be presented to awardees in appreciation of their work and success. The gifts will be business card holders made by a microentrepreneur. Additionally, business cards were made for each winner which will be placed in the holders. Due to logistics, business card holders and business cards themselves will be given to winners before the ceremony.
- 5:04-5:05pm: **MC invites Her Majesty and Ms. Cheney to stage for awards distribution**-Ranya Abu Sharar, award distributor, will approach the stage first from the left side. Her Majesty and Liz Cheney will approach the stage on the right side. Liz Cheney will go on stage first, followed by Her Majesty. Her Majesty will stand closest to the stage steps and Liz Cheney will stand on the right side of Her Majesty. Liz Cheney will stand one half step behind Her Majesty. (Black electrical tape marks their positions.) There will be about one person space between Her Majesty and Liz Cheney. Ranya Abu Sharar will stand on the right side of the award table.

As Liz Cheney and Her Majesty approach the stage, the winners will leave their designated seats (Rows D-F/Seats 1-5) and will line up single file along the steps on the right side of the auditorium. Sameera Qadoura will leave her assigned seat, which is with the winners, and will walk with the winners making sure that they line up properly according to the announcement.

Proper Line-up for the Awards is:

Ms. Hilda Nabil Nino(Outstanding Employee of the Year-AMC)
 Ms. Lubna Frajat (Outstanding Employee of the Year –CHF)
 Mr. Murad Rizq Abdul-Raziq (Outstanding Employee of the Year –JMCC)
 Ms. Rana Abu Sabah (Outstanding Employee of the Year –MFW)
 Ms. Arwa Ahmad Saleh (Best group loan promoter)
 Mr. Reyad Mohamed Abass (Best male individual loan officer)
 Ms. Rania Mohamed Al-Nasa'a (Best female individual loan officer)
 Mr. Hatim Kamal Fayez Mustafa (Best male individual client)
 Ms. Ibtissam Jamal Murjan Al-Zoubi (Best female individual client)
 Ms. Raeda Abdulla Akkawi (Best group loan client)
 Ms. Naiman Hussein Abu Hamdan (Best group loan client)
 Ms. Yusra Jaber Kayed Abdul Hadi (Best group loan client)
 Ms. Hayat Khalil Ibrahim Yaseen(Runner up for Entrepreneur of the Year)
 Ms. Mona Mohammad Saleem Han (Entrepreneur of the Year)

Once all of the winners are on the steps and Her Majesty, Liz Cheney, and Ranya are in position, Lana can start announcing the winners.

5:05-5:10 pm: **Awards Distribution-** Lana will read the names of the winners, one at a time. Once the winner's name is called, the winner will approach the stage on the right side. Ranya Abu Sharar will hand the winner's award to Liz Cheney. Liz Cheney will hand the award to Her Majesty Queen Rania. Her Majesty will shake the hand of the winner and present the award. Liz Cheney will shake the hand of the winner. The winner will exit the stage on the left side of the stage and will stay at the bottom of the steps in the corner. Lana will wait until the winner on stage is off stage before announcing the next winner. Each winner will follow this procedure. AMIR personnel Diane will keep the winners in line on the other side.

5:10-5:11 pm: **Presentation of gifts to honored guests-** Once all of the winners have received their gifts and are standing off stage(left side of the stage), Lana will announce that there will be a gift presentation.

Lana will introduce the Khaled Walid Al Ghazawi (JMCC) and Kamal Bdoor (MFW entrepreneur). Khaled will be presenting a painted plate to Her Majesty. Kamel will be presenting a mosaic to Liz Cheney. Debbie Mosel (seat 20/Row 1) will have Kamal's gift until the time of presentation (This is due to US security reasons). Kamal and Khaled are seated two rows behind Debbie. Kamal and Khaled will walk down the steps on the right side of the auditorium and Kamal will stop at Debbie's seat and get the mosaic from her. Both will stand by the steps on the right side until they are called to present their gifts.

Khaled will present his award first to Her Majesty. He will walk up on the right side of the stage as Lana announces the information about the gift he is presenting to Her Majesty. Khaled will present the gift, shake hands and will exit the stage on the right side. Khaled will then return to his designated seat.

Kamal will present her award to Liz Chaney. She will walk up on the right side of the stage as Lana announces the information about the gift she is presenting to Liz Chaney. Kamal will present the gift, shake hands and will exit the stage on the right side. Kamal will then return to her designated seat.

After Kamal has left the stage, Debra Mosel will leave her designated seat along with someone from the Queen's Protocol. Both will approach the front of the stage and Her Majesty and Liz will hand their gifts to them. Debra and the Protocol personnel will return to their designated seats. Her Majesty and Liz Cheney will remain on stage.

5:12-5:13 pm: **Group Photograph of the Winners-** Lana will announce that the winners are to come back on stage for a group photo and that Liz Cheney and Her Majesty are to step forward to allow room for the winners to line up behind them. Lana will remain on stage, but will step back from the podium. All of the winners will come back on stage on the left side and will position themselves in three rows(according to their seat assignment) behind Liz Cheney and Her Majesty. The group photo will be taken. Her Majesty and Liz Cheney will exit the stage on the left side and return to their seats. The winners will then exit the stage on right side and will return to their seats.

Lana will remain at the podium

5:13-5:15 pm **Closing Remarks and invitation to reception:** Lana will say closing remarks. Then Lana will announce that there will be a reception afterwards. Lana will announce that people are to remain seated while the Queen leaves the auditorium. The Queen will exit the back of the auditorium. Then the people will exit to the reception area.

Reception/MFI Booths

Ranya Abu Sharar will escort Lana to CHF's booth after the ceremony. She will be presented a gift by one of CHF's entrepreneurs and photos will be taken there.

A light reception will be held. Tables will also be set up in the foyer for each MFI to display informational pieces about their institutions, as well as to display products from their borrowers.

APPENDIX D: Task List for Third Annual Microentrepreneur Awards Ceremony

Micro Entrepreneurs Award Ceremony-October 8, 2002			
Task Name	Assigned To	Start	Finish
Nominees and Award Recipients	Jamil		
Develop award categories and criteria for each category	Jamil		
Develop letter to accompany award information	Jamil		
Approval of letter and award information	Jamil		
Address and stuff envelopes to be sent to EMFIs	Jamil		
Send envelopes via courier/mail	Jamil		
Follow-up with phone calls to EMFI	Jamil		
Determine members for the award committee	Jamil		
Finalize criteria list for categories	Jamil		
Compile list of nominees under each category	Jamil		
Compile nominee's info into selection categories	Muna		
Distribute nominee information to award committee	Jamil		
Award committee meets and determines winners	Jamil		
Draft form for winners to complete(contact info & marketing)	Rania		
Notify winners through MFIs	Muna		
FAX /e-mail contact info & marketing form to MFIs	Muna		
Obtain completed forms back from MFIs	Muna		
Compile info from forms and distribute to AMIR components	Rania		
Follow-up with phone calls to EMFIs-winners' transportation	Muna		
Invitation List	Debbie		
Prepare list of invites	Debbie		
Obtain input of list from AMIR and AID	Debbie		
Obtain input of list from MFIs	Debbie		
Final approval of list	Terri		
Give list of invites to person responsible for Invitations	Debbie		

Obtain list of winner's guests from MFW	Debbie		
Invitation	Ranya		
Meet with design firm	Ranya		
Review design	Ranya		
Select design	Ranya		
Modify selected design	Ranya		
Draft invitation text and layout-Arabic and English	Rasheed/Rania		
Approval text-Arabic and English	Diane/Terri		
Approval text-USAID	USAID(Arwa?)		
Approval text-Royal Court	Diane/Terri	Done	Done
Send text to Public Affairs-FYI	Ranya		
Insert text into invitation design	Ranya		
Approval final invitation	Ranya		
Send invitation to printers	Ranya		
Invitations delivered	Ranya		
Buy envelopes	Rania		
Prepare invitation for courier/delivery/mail	Muna		
Add list of invitees to mm&e system	Muna		
Follow-up calls for RSVP	Muna		
Finalized RSVP count-given to person responsible for venue	Muna		
Venue Preparations	Sameera		
Make Tentative Booking	Rawan		
Finalize date of award ceremony	Diane		
Obtain tentative reservation of site	Rawan		
Arrange for Cocktail Reception	Rawan		
Vendor for Catering / Furniture	Rawan		
sign/backdrop for ceremony in place	Ranya		
Required Services:			
Sound System and booth Rental	Rawan		
Photography and Video Filming	Rasheed		
Flower Arrangement	Rawan		
Arrange multi-media equipment (multimedea with screen)	Rawan		
Determine layout of room (if hotel)	Rawan		
Arrange for Amer to check out multi-media equipment at Zara Expo	Rawan		
Prepare ID Badges for AMIR and Royal Court video and photo guys	Sameera		
Finalize plans with hotel / catering vendor	Rawan		

Give number of people attending ceremony to hotel	Rawan		
Determine layout/number of tables to be provided to MFI	Rawan		
Arrange for tablecloths for each MFIs tables	Rawan		
Reserve any necessary equipment needed for MFIs tables	Rawan		
Site Inspection	Rawan		
Arrange Set Up	Rawan		
Second Dry Run	AMIR Team		
Registration	3 Staff		
Final Attendance List	Rawan		
Receive Photos and Video Films	Rasheed		
Review Zara's tape of the National Anthem	Sameera		
MFI Representative Meeting			
Meet with reps from 4 MFIs	Debbie		
Notify MFIs of the time they can set up	Muna		
Notify award presenters/winners of rehearsal	Muna		
Staging	Ranya		
Confirm location of event	Diane		
Design layout of stage	Ranya		
Create Press Area	Rasheed/Ranya		
Approval of layout	Ranya		
Design backdrop for stage	Ranya		
Approval of backdrop	Ranya		
Give layout design and backdrop to person responsible for venue	Ranya		
Determine equipment requirements for multi-media presentation	Rasheed		
Ceremony Seating			
Determine the assigned seating in the first row	Terri & MEI		
Place Reserved Seating signs in designated rows/seats	Sameera		
Translator	Sameera		
Obtain translator for ceremony	Rawan		
Determine number of headsets needed	Rawan		
Obtain headsets for ceremony	Rawan		

Brochure on Winners	Ranya		
Draft release form	Rasheed		
Hire photographer	Rasheed		
Draft copy for opening of brochure	Rasheed		
Draft questions for winner profiles	Rania		
Interview winners	Rasheed		
Draft profiles--English	Rasheed		
Approval of write ups--English	Rasheed		
Translate into Arabic	Rasheed		
Approve Arabic	Rasheed		
Send copy to designer	Ranya		
AMIR meet with designer	Ranya		
Designer presents three designs	Ranya		
AMIR selects design	Ranya		
Send copy to designer	Ranya		
Brochure finalized and approved	Ranya		
Brochure sent to print	Ranya		
Obtain brochure from printer	Ranya		
Item for Holding MFI's information	Communications		
Designer presents ideas	Ranya		
AMIR selects design and product	Ranya		
Bag designed	Ranya		
Bag finalized	Ranya		
Bags ordered	Ranya		
Bags delivered	Ranya		
Giveaway	Ranya		
Determine the giveaway	Ranya		
1) ask Jamil for contact with MFI 2) Ask Adpro for ideas 3) Find alternative source for biz card holder 4) Zalatimo sweets	Ranya		
Select design for business cards for winners	Ranya		
Pick up business cards from printers	Ranya		
Giveaway delivered	Ranya		
Wrap/put in special box each winners bus. Cards and holders	Ranya		
Event Program	Terri		
Prepare program	Terri		
Approve program --USAID	Terri		
Translate program into Arabic	Rasheed		

Review three design options	Ranya		
Select design	Ranya		
Insert copy into program design	Ranya		
Approve program	Ranya		
Send to printers	Ranya		
Programs delivered	Ranya		
Obtain summary on each MFI	Muna		
Ceremony Speakers	Ranya		
Obtain a Master of Ceremonies	Ranya		
Provide MC with key points for speech	Ranya		
Write text for MC/approve text	Ranya		
One of Last Year's for Best Group Award	Communications		
Confirm she will speak at ceremony	Jamil		
Provide MCs script to MFW to review with last yr's winner	Ranya		
Gifts Presented to Guests of Honor	Ranya/Muna		
Solicit EMFIs for list of entrepreneur's and items they sell	Jamil		
Compile list of suggestions	Ranya		
Determine which entrepreneur will make gifts	Committee		
Notify entrepreneur of gift details/number needed/make sure their name is on the back of item	Ranya		
Obtain gift from entrepreneur/MFIs	Ranya		
Award	Ranya		
Approve type of award to be physically presented	Ranya		
Determine company to make award	Ranya		
Draft text on the award	Ranya		
Approval of text	Ranya		Sept 24 (Tues)
Send text to trophy company	Ranya		
Pick up awards	Ranya		
Press/Media Invite	Rasheed		
Prepare media invitation list	Rasheed		
Prepare media invitation card/same as invite card	Rasheed		
Follow-up calls to media	Rasheed		

Prepare Press Release	Rasheed		
Draft press release in English	Rasheed		
Approval of press release	Diane/Terri/Barb		
Send to USAID for approval	Rasheed		
Press release translated into Arabic	Rasheed		
Press prelease printed in English and Arabic on AMIR letterhead	Rasheed		
Hand out release at event	Rasheed		
T.V. and Video Coverage of Ceremony	Rasheed		
Arrange for Jordan TV to cover ceremony	Rasheed		
Arrange for AMIR videographer and photographer	Rasheed		
Press Kit	Rasheed		
Obtain information from MFIs and IBS	Rasheed		
Include in Kit a summary of the MFIs	Rasheed		
Include in Kit info on followup ME events	Rasheed		
Obtain MEI Brochure	Rasheed		
Obtain bags	Rasheed		
Prepare completed folders	Rasheed		
Multi-media Presentation-Successful Entrepreneurs/Profiles of winners	Rasheed		
Discuss presentation with AMIR	Rasheed		
Iron out contractual issues	Barbara		
Put together presentation	Rasheed		
USAID approval	USAID		
Presentation finalized	Rasheed		
Security	Sameera		
Approval of site from US Embassy security	USAID		
Approval of site from Liz Chaney's security			
Inspection of site			
Items for Liz Chaney	Terri		
Provide key talking points to USAID	Terri		
After Ceremony			

Ad announcing Winners	Ranya		
Write copy	Rasheed		
Collect photographs	Ranya		
Give ad specs to design firm	Ranya		
Design Ad	Ranya		
Approve ad	Ranya		
USAID aproval of ad	Ranya		
Place ads	Rasheed		

APPENDIX E: Press Release

For more information contact:
Rasheed Roussan 550-3050 Ext. 146

**Her Majesty Queen Rania Honors Microentrepreneurs
And Lenders at Awards Ceremony**

(AMMAN, JORDAN - OCT. 8, 2002) – Thirteen years ago, Muna Hamdan's family was supported by her husband's modest produce business. Despite these humble beginnings, Ms. Hamdan was determined to make a change in their living conditions. She started to market her homemade pickles and jams at the main vegetable market in Sahab, and to supermarkets and restaurants in Marka. As the result of 13 years of hard work and determination, Ms. Hamdan – now a mother of eight – has managed to buy her own house in Marka.

Today, Ms. Hamdan's outstanding achievements and those of six other entrepreneurs were honored by Her Majesty Queen Rania during the Third Annual Microentrepreneur Awards.

Nearly 300 attendees, including honored guest Liz Cheney, U.S. Deputy Assistant Secretary of State, Near East Affairs, U.S. Ambassador to Jordan Edward W. Gnehm, and USAID Mission Director Toni Christiansen-Wagner, gathered to celebrate the outstanding achievements of this year's winners chosen from a pool of more than 15,000 microentrepreneurs.

These innovative entrepreneurs were honored along with a select group of dedicated employees from four USAID-supported sustainable microfinance institutions: the Ahli Microfinancing Company (AMC), Jordan Access to Credit Project (JACP) managed by Community.Habitat.Finance (CHF), Jordan Micro Credit Company (JMCC), and Microfund for Women (MFW). These institutions have been recognized by the government and industry for their contribution to the revitalization of the microfinance industry in the Kingdom.

The awards ceremony highlighted the unprecedented growth of Jordan's microfinance industry over the last decade. Small businesses in Jordan have been acquiring loan capital through private sector financing for more than 40 years. However, it has been within the last 10 years that Jordan's microfinance industry has begun to thrive and make significant contributions to the expansion of the economy. Today, lending institutions across Jordan are tapping into a market of 74,000 microenterprises worth nearly JD 1 billion.

Queen Rania and Ms. Cheney presented awards to the following successful entrepreneurs: Muna Hamdan from Marka, Entrepreneur of the Year; Hayat Yaseen from Wehdat, Runner up - Entrepreneur of the Year; Ibtissam Al Zoubi from Sweileh, Best

Female Individual Client; Hatim Mustafa from Amman, Best Male Individual Client; and Raeda Akkawi, Nariman Abu Hamdan, and Yusra Abdel Hadi, all from Irbid, Best Group Loan Clients. Award criteria for the entrepreneurs were based on loan repayment rates, number of repeat borrowings, growth in borrowing, and business innovation.

The awards ceremony showcased the success stories of the entrepreneur winners in a video presentation that detailed their personal experiences of taking out their first loan, becoming frequent borrowers, and watching their businesses and aspirations grow. The winners all demonstrated the innovative spirit and extraordinary commitment necessary to build their own businesses.

Many of Jordan's entrepreneurs, like Ms. Hamdan, rely on financing from microfinance institutions for initial and ongoing capital to establish and expand their operations. During the last four years, with the assistance of USAID, a new generation of sustainable microfinance institutions has emerged, adopting international best practices to ensure long-term operational and financial sustainability. AMC, JACP, JMCC, and MFW are examples of successful microfinance institutions, having achieved remarkable results — repayment rates of 98% and cumulative loans of more than JD 30 million. Together, they have issued nearly 97,000 loans, more than 75% of them to women entrepreneurs.

The success of these microfinance institutions is, in part, the result of the committed work of their employees, some of whom were honored at the ceremony. Award criteria were based on the number of active clients, repayment rates, number of new loans, and retention rates. Arwa Saleh from Microfund for Women exemplifies the extraordinary dedication of this year's employee winners. While managing a loan portfolio of more than 500 active clients, Ms. Saleh also conducts business workshops and seminars for her clients in the Hiteen Refugee Camp. These training courses have helped her clients become successful entrepreneurs.

Employees recognized at the awards are: Reyad Abass from Aqaba, Best Male Individual Loan Officer (JACP); Rania Al-Nasa'a from Aqaba, Best Female Individual Loan Officer (JACP); Arwa Saleh from Hiteen Refugee Camp, Best Group Loan Promoter (MFW); Rana Abu Sabah from Amman, MFW's Outstanding Employee; Lubna Al Farajat from Wadi Musa, JACP's Outstanding Employee; Murad Abdel Raziq from Amman, JMCC's Outstanding Employee; and Hilda Nino from East Amman, AMC's Outstanding Employee.

Jordan's microfinance industry is moving beyond providing small loans to start-up businesses. It is now expanding its services to provide technical business assistance to help microenterprises expand and diversify. In a recent study evaluating opportunities for improvement within Jordan's microfinance industry, data showed that there is a virtually unexplored market of roughly JD 9 million for business development service providers in the micro and small business sectors in Jordan. Historically, only 8% of micro and small businesses have used these services to improve their operations.

Looking to the future, non-financial business services will play a large role in enhancing Jordan's microfinance industry. Educating Jordan's entrepreneurs about these services and promoting entrepreneurship will be integral to the advancement of this industry.